

2019 | By: Yue Zhang, Research Assistant



2018 – 2019 Garlic Festival Program Evaluation

Regional Sustainable
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2

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Executive Summary

Going into its 14th year in 2019, the Minnesota Garlic Festival has been drawn a steady crowd of about 3,500 people to the city of Hutchinson, Minnesota, each summer. Supported by many local sponsors, the Minnesota Garlic Festival is conducted by the Crow River Chapter of the Sustainable Farming Association of Minnesota (SFA) to help promote garlic growing and consumption and to raise awareness around regional sustainable farming, healthy environment, and community development in rural areas in Minnesota. The planners and sponsors of this event care about its economic importance and contribution to the region, representation of local farmers, the general experience of vendors and attendees, and feedback from stakeholders about things to be improved. To inform future decision-making on festival development and management, in summer 2019 SFA worked with the Center for Urban and Regional Affairs (CURA) and Southwest Minnesota Regional Sustainable Development Partnership (SWRSDP) to conduct an evaluation project that inquired about the influence of this event on local garlic growers, other vendors, and attendees.

Methods

Surveys were the main research method used in this evaluation. Event sponsors were reached out through emails and phone calls to complete a qualitative survey. Electronic surveys were sent out through email to 2018 and 2019 garlic vendors and non-garlic vendors. An on-site survey was conducted to collect information from 2019 attendees. Six of seven sponsors responded to the qualitative survey. Seven garlic vendor and 37 non-garlic vendors completed the online surveys (response rate: 59% and 29%, respectively). There were 199 surveys collected from attendees on site during the 2019 festival. Following data collection, open-ended questions were thematically coded. Quantitative data were analyzed by descriptive statistics through Qualtrics and Excel.

Findings

- Attendees' profile, expenditure, and satisfaction

Surveys indicated that 2019 attendees comprised 40% new participants and 60% returning participants. Sustainable Farming Association (SFA)'s e-mail newsletters, event flyers/brochures, and releases information on the official website reached 17% of attendees. The vast majority comprised people aged 26-59 years old (54%), many of whom came with their children. Thirty percent of respondents and their travel group members were over 60 years old. The majority of attendees identified as white (88%) and there were attendees of all other ethnic groups as well. Most attendees were nearby residents from around the city of Hutchinson or elsewhere in McLeod County, or were visitors from the Minneapolis-Saint Paul-Bloomington area.

The average expenditure of each adult on garlic and/or garlic products was estimated to be \$8.30. Therefore, the total expenditure on garlic and/or garlic products could be expected to be around \$22,410 in 2019. Attendees also spent a total of about \$9,900 on non-garlic products and food.

Attendees' overall experience satisfaction score was 2.31 out of 3. They gave their highest ratings to the time and date, ticket price, entertainment activities, and the food. Forty-two percent of attendees indicated that the variety of quality garlic and garlic products was their favorite part. They also loved the great atmosphere, friendly volunteers, talking with garlic growers, and food demos. People were educated about sustainable farming at the event and praised its zero-waste goal.

- Garlic vendors' profile, sales, and satisfaction

The garlic vendors' farms were spread across the state of Minnesota. The repeated vendors were mostly from the southwestern and southern area. All respondents had been growing garlic over 5 years and 56% had more than 10 years of experience. All of them had more than one type of garlic and 89% grew over 5 different varieties. Vendors usually saved 20% - 60% of garlic harvested for the Garlic Festival. During the festival, vendors sold 41% - 100% of their products, with an average of 77%. In 2018, 44% of garlic vendors indicated that they had participated in the Garlic Festival 2-5 times, and 56% participated over 5 times in the past 13 years. In 2019, 12 out of 14 garlic vendors were repeated from the previous year.

In 2018 and 2019, 64% of garlic vendors made more than 100 transactions by estimation. No one had fewer than 50 transactions. Each garlic vendor sold over 500 bulbs at this event. Thirteen percent indicated they sold more than 1,500 bulbs. Eleven respondents made \$1,001 - \$3,000 revenue at the Garlic Festival, and 3 earned between \$3,001 and \$5,000. Garlic vendors had the highest overall satisfaction score among all groups of stakeholders (2.74).

- Sponsors' and non-garlic vendors' experience and thoughts

Sponsors loved supporting the Garlic Festival in all different ways because they perceived its importance to local sustainable farming. It connected rural and urban areas, demonstrated the value of smaller agriculture, and created networks and marketing for small farmers.

Many of non-garlic vendors were concentrated around the Twin Cities area and southwest Minnesota. A few of them came from southern and central Minnesota. The non-garlic vendors' overall satisfaction score was 2.64. They were extremely satisfied with the date, the fairground conditions, and the locations of their booths. In 2018 and 2019, 68% of non-garlic vendors had estimated revenue of \$1 - \$1,000 from the festival, and 32% made \$1,001 - \$3,000. Vendors had a better outcome when their products fitted the general garlic and sustainable farming theme.



Discussion

The Minnesota Garlic Festival was a success in regards to high satisfaction scores among all groups of stakeholders. The festival provided opportunities for garlic growers as well as non-garlic vendors to generate more revenue and exposure towards the public. In 2019, customers spent about \$32,310 during the festival in total, by estimation.

Surveys indicated some suggestions to support future planning. Vendors felt that there was an increasing number of “foodies” year by year. Attendees advocated for more food vendors (16%) with more diversified food options (13%), especially the garlic-inspired ones (10%). Nine percent of attendees expressed a complaint about cold food. There could be more signage showing the fairground’s location, the entrance, the locations of restrooms, and similar information. Six percent of attendees wanted more educational content regarding sustainable farming and garlic growing and planting.

The only common complaint among garlic vendors was the event date. They wished it could be two to three weeks later to reduce the stress of harvesting and processing, although they understood it was restricted by the reservation of fairgrounds.

Non-garlic vendors had some concerns about the cleanliness and stuffiness of the vendor building. Some vendors requested a wider space between vendors or to be mixed up with garlic vendors. It could be better to have more advertisement about the event and the types of merchandise sold by vendors. Sponsors addressed the need for follow-up actions to create a larger scope of impact, such as creating sustainable networks among garlic growers and lovers after the event to inspire similar events and festivals in other areas.

Introduction

Background

Garlic is widely used in cooking, but it has also been evaluated for and taken to prevent a wide range of conditions and diseases, such as lowering blood pressure, cholesterol, and glucose concentration, as well as preventing against arteriosclerosis, Alzheimer's disease, dementia, cardiovascular diseases, and cancer (Tsai, Chen, Sheen, & Lii, 2012). The Department of Agriculture decided that garlic is a crop that more farmers could be producing in Minnesota because demand for locally grown garlic is greater than supply (Montgomery, 2018).

Garlic farming is perceived to provide very positive cash flow. One acre can support 30,000 garlic plants. Even with 25% of the harvest retained for seed, \$30,000 in revenue might be generated from that single acre (Hagen, 2018). Pesch's (2018) analysis of Minnesota garlic enterprises found that most garlic growers are operating profitably. This study found that, in 2017, the average price of Minnesota garlic growers' garlic sales was around nine dollars per pound, and the average cost of producing a pound of garlic was about five dollars. Nearly half of the production cost comes from purchasing seed garlic, and the cost of seed impacts profitability during start-up season. Seed garlic is priced at \$22 per pound in some big catalog seed companies, though the average price of purchasing seed garlic locally from Minnesota growers is about \$14 dollars per pound (Hagen, 2018).



Experienced garlic growers have found that certain northern varieties of garlic grow better in Minnesota than those available at most grocery stores or used in restaurants (Montgomery, 2018), which usually come from California, China, or Spain. These northern garlic varieties—such as the marbled purple stripe, the porcelain and purple stripe hard-necks, as well as the artichoke soft-necks—are acclimated to the climate and are also considered premium, which results in higher prices for farmers (Phaneuf, 2018). Almost all Minnesota garlic sales were direct sales to local consumers. As Phaneuf (2018) indicates, one of the challenges with garlic is that it is rarely a signature item that can be highlighted on chefs' menus. Some premium organic Minnesota garlic may cost as much as \$20 per pound. This price creates a barrier for many restaurants, which also may have a preference to use pre-peeled garlic.

Festivals, as a form of tourism, have the potential to boost the business-to-customer sales of garlic due to their ability to provide various opportunities for positive tourism and commercial outcomes (Arcodia & Whitford, 2006). Festivals are public in nature, which encourages

participants in the creation and maintenance of the activities as a part of shared community life (Schuster, 1995). Supported by many local sponsors, the Minnesota Garlic Festival is conducted by the Crow River Chapter of the Sustainable Farming Association of Minnesota (SFA) year after year to help promote garlic growing and consumption in Minnesota. Among more than 100 different varieties of garlic that are grown throughout the world, over 70 varieties of the country's finest garlic are grown in Minnesota. All are planted in the fall, harvested in July, and cured to perfection just in time for the festival (SFA, n.d.). In each year, 15 approved garlic growers and producers from around the state who seek market opportunities present their fresh gourmet garlic crop at the festival. There are vendors providing other services and products as well. In addition, it is a tradition to add in plenty of unique entertainment activities in this event, including the popular kite flying attraction, the Peculiar Pragmatic Promenade, and old-style country picnic games. Minnesota Garlic Festival is an organic event which makes a concerted effort to produce no trash by recycling, reusing, and composting (SFA, n.d.).

Going into its 14th year, the Minnesota Garlic Festival has been drawing a steady crowd of about 3,500 people to the city of Hutchinson, Minnesota, each summer. The Minnesota Garlic Festival is the premier event for local garlic growers and lovers of garlic with an expectation of supporting and raising awareness of sustainable farming, healthy environment, and community development in rural areas in Minnesota. It is getting more and more popular, but to date there has been a lack of evidence to show the festival's contribution and impacts. The planners and sponsors of this event care about its economic importance and contribution to the region, representation of local farmers, the amount of traffic, the general experience of vendors and attendees, and feedback on things to be improved.

This evaluation project will make an inquiry about the influence of this event on local garlic growers and attendees, so as to inform the future decision-making on festival development and management.

Goals and Objectives

Serving both vendors and attendees, the Minnesota Garlic Festival aims to:

Goal 1: Effectively create market opportunities for Minnesota garlic growers and producers.

- Provide a venue where vendors present and sell their crops and products.
- Connect marketing resources around garlic growing and selling.

Goal 2: Successfully promote local and regional garlic growing and selling.

- Provide information and knowledge to encourage garlic growing and using.
- Attract and retain stakeholders and attendees.
- Satisfy distinctive interests and needs of stakeholders and participants.

Goal 3: Consistently raise awareness around sustainable farming and healthy environment.

- Support and advocate for sustainable garlic farms.
- To be an organic event that produces no trash by recycling, reusing, and composting.
- Break even financially to sustain the festival.

Event Stakeholders

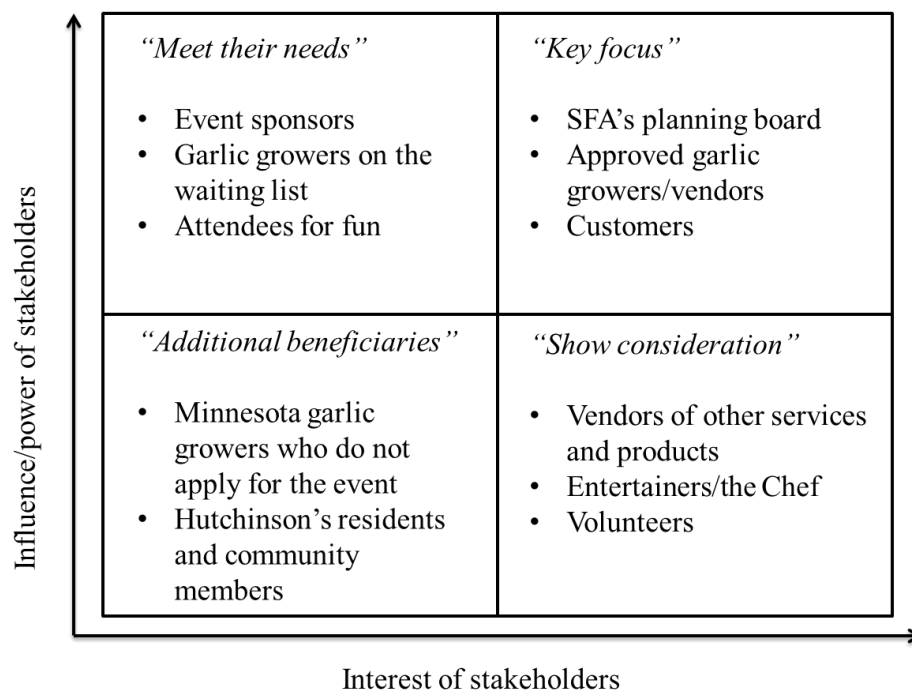
The Minnesota Garlic Festival engages different groups of stakeholders, including the SFA's planning board members, event sponsors and volunteers, approved garlic growers and garlic vendors, garlic growers on the waiting list, garlic growers who do not apply for the event, non-garlic vendors, entertainers and the chef, customers and attendees, and more broadly, Hutchinson's residents and community members. The stakeholder analysis (see Table 1 and Figure 1) reflects the information needed, the potential use of the evaluation results, and the positionalities of these stakeholders in the program design and evaluation.

Table 1. *The interest and influence table of event stakeholders.*

Event Stakeholders	Interest/Information needed	The use of information/influence
SFA's planning board members	<ul style="list-style-type: none"> • The extent to which all the goals and objectives are realized • Feedback from stakeholders • The extent to which the festival has satisfied stakeholders' needs 	<ul style="list-style-type: none"> • To judge effectiveness and to make decisions about budget allocations • To weigh and balance the interests of stakeholders and plan for future actions • To determine the scope of service and activities • To advocate for an aligned efforts among community members
Event sponsors and volunteers	<ul style="list-style-type: none"> • The extent to which their expectations have been realized • The contribution of this festival on regional sustainable farming and healthy environment • The contribution of this festival on local economic development 	<ul style="list-style-type: none"> • To make decisions about future investment (i.e., funding, in-kind donations, time and efforts)
Approved garlic growers and garlic vendors, garlic growers on the waiting list, and garlic growers who do not apply for the event	<ul style="list-style-type: none"> • The characteristics of attendees/customers • The effectiveness of this festival in creating market opportunities • Feedback from stakeholders 	<ul style="list-style-type: none"> • To justify their participation and contribution • To weigh their benefits and costs • To make decisions about future participation • To take actions in supporting and advocating for

		sustainable garlic farms
Non-garlic vendors, entertainers, and the Chef	<ul style="list-style-type: none"> • The characteristics of attendees/customers • Feedback from stakeholders 	<ul style="list-style-type: none"> • To satisfy the needs of attendees and customers • To justify their participation and contribution • To weigh their benefits and costs • To make decisions about future participation
Customers and attendees	<ul style="list-style-type: none"> • The diversity of event activities and products • The contribution of this festival to regional sustainable farming and healthy environment 	<ul style="list-style-type: none"> • To determine whether to participate in the future • To be aware of opportunities of garlic growing and using
Hutchinson's residents and community members	<ul style="list-style-type: none"> • The contribution of this festival to regional sustainable farming and healthy environment • The contribution of this festival to local economic development • The characteristics of attendees/vendors/entertainment 	<ul style="list-style-type: none"> • To determine whether to participate in the future • To be aware of opportunities of garlic growing and using • To weigh the economic benefits

Figure 1. The two-dimensional matrix of stakeholders' interests and influence



Mapping the interest-influence matrix helps prioritize stakeholders in order of interest and potential influence (Bryson, 1995). The four groups of stakeholders are categorized as:

- 1) “Meet their needs”—these stakeholders should be engaged and consulted on interest area. Planners will try to increase the level of their interest and aim to move them into the “Key focus” category.
- 2) “Key focus”—planners make focus efforts on this group, may consider involving them into the decision-making process, and they should be engaged and consulted regularly.
- 3) “Show consideration”—planners need to take the advantage of their interest through involvement, keep them informed and consult them because they are potential supporters and goodwill ambassadors of the event.
- 4) “Additional beneficiaries”—they should be informed via general communications, such as newsletters, websites, mail, etc., and aim to move them into the “Show consideration” category

Evaluation Questions

Aligned with the goals and objectives of the festival, the Crow River Chapter of the SFA has a need to understand how well the event has been serving its intended audiences, how satisfied the participants feel about this event, and how this event contribute to community development and sustainable garlic farming. There is also a demand of information to support decisions on expansion, pricing of tickets and fees, and the diversity of services and products. Therefore, this program evaluation focuses on the opinions and expectation of stakeholders, the influence of this event on garlic growers’ sales, and the demographic characteristics and experience of event participants (i.e., vendors and attendees). The evaluation procedures and results are expected to inform the monitoring and evaluation process of the Minnesota Garlic Festival in the future. The overarching evaluation questions and sub-questions include:

Question 1: How does the festival impact garlic growers?

- What are the demographic characteristics of the garlic growers/vendors?
- How do garlic growers/vendors benefit from this festival?
- What are the advantages of this festival compared with other marketing opportunities?
- What are the challenges that may impair their benefits?

Question 2: How do attendees perceive and experience the festival?

- What are the demographic characteristics of the attendees?
- How satisfied are attendees regarding their experience?
- What are the factors that influence their satisfaction and experience?

Question 3: What are other factors that influence the festival’s sustainability and improvement?

- How do non-garlic vendors perceive their experience?
- What are sponsors' expectations of this festival?

To answer these questions, Logic Model (see Appendix I) depicts the program mechanisms, and the Measurement Matrix (see Appendix II) shows detailed indicators and data sources.

Methods

Surveys were the main research method used in this study. There were different surveys designed for different groups of stakeholders, including garlic vendors, non-garlic vendors, event attendees, and event sponsors. This study has been approved by the Institutional Review Board (IRB), the University of Minnesota, to protect the welfare of survey respondents recruited to participate in research activities. The research process was developed under the principles of the community-based participatory approach. The surveys were designed per the interest of each group of stakeholders, then were modified and edited with inputs from community members.

Survey Design

The common purpose of the surveys was to understand how the festival impacted regional garlic growers and producers and how it influenced local sustainable farming. Specifically, the qualitative survey for event sponsors aimed to learn about sponsors' expectations of the outcomes and their opinions on the products, services, entertainment, and activities of the festival. Their attitudes and interests would influence their decisions on future sponsorships. Since sponsors were coming from industry, the university, and nonprofit organizations, most of whom were busy during the summertime, the survey allowed more flexibility in thinking and completing their answers as compared with interviews. The survey for event sponsors contained nine open-ended questions (see Appendix III).

There were another three questionnaires designed for 2018/2019 garlic vendors (see Appendix IV), 2018/2019 non-garlic vendors (see Appendix V), and 2019 attendees (see Appendix VI). These surveys aimed to learn about vendors' and attendees' characteristics, experiences with the event, gains and purchases from this event, and potential ways to improve their experiences and opportunities. With the aligned objectives, there were similar questions in regards to their Garlic Festival experiences, such as the source of information about this event, the times of participation, the top reasons of participation, and the extent of their satisfaction about the festival's services and activities. There were specific questions in the survey for all the vendors inquiring into the variety of their products, pricing and marketing strategies, estimated number of transactions and revenue through the Garlic Festival, and the contribution of the sales made through this event in their total sales. Additional facts about farms were collected through the survey for garlic vendors, including farm location, the variety of garlic and other crops on their farms, and additional external supports needed in terms of garlic growing, production, and

marketing. There was a shorter version prepared for repeat vendors in 2018 and 2019 to reduce their workload and to increase the response rate.

Attendees' purchases during the event are also key information for understanding the economic impact. Therefore, the survey explored the variety of their purchases and the amount of money they spent on garlic and non-garlic products. Some demographic information collected at the end of the survey helped understand the diversity of attendees. In order to have a better response rate, the duration of the survey for 2019 attendees was controlled within three to five minutes.

As community-based participatory research, this study applied a partnership approach that equitably involved organizational representatives, community members, and the researcher in all aspects of the research process (Israel et al., 2008). All these surveys were developed through a common effort among the student research assistant and community members (co-designers of this project), following the evaluation questions and indicators suggested in the Logic Model. There was back-and-forth communication to discuss the appropriateness of the questions, the format, and the language.

Think-Aloud Testing

The use of think-aloud usability testing in developing a survey instrument is critical to establishing an instrument's cognitive validity, which helps ensure that those survey items make sense to the potential respondents and participants interpret and respond to survey items in the manner intended by the survey designer (Trenor, Miller, & Gipson, 2011). Two think-aloud testing sessions were conducted with different community members through phone calls. They were requested to read through the survey, imitate the process of filling out the survey, and voice any confusion or trouble they had when taking the survey. The two participants were both aware that the purpose of the think-aloud testing was to evaluate the survey, not their performance. They both had plenty of experience in the Garlic Festival and fully understood the roles and needs of garlic vendors. The student research assistant listened carefully to them and took notes throughout the process. If the participants seemed to be struggling with a particular question, the student research assistant would probe with a question to understand the thought processes going through the participant's mind. The participants were encouraged to express their feeling about whether these questions would make sense to the target population, as well as any additional information that they thought the survey should cover.

It took fifty minutes and thirty minutes for the two sessions, respectively. The survey was edited based on the first participants' suggestions, and the second think-aloud session was used to confirm the design and provide additional inputs. After two sessions of think-aloud testing, the surveys were sent out to community co-designers for finalization. At this time, the surveys were believed to be ready. The electronic versions were created when the group reached an agreement.

Survey Respondent Recruitment

This evaluation project was open and inclusive towards a variety of stakeholders' involvement. This evaluation inquired into community members' perspectives and experiences in the Garlic Festival, thus the target population of this study included a variety of stakeholders with different roles and participation in the event.

The contact information of event sponsors, 2018 vendors, and 2019 vendors was provided by the co-designers of the evaluation project. Email addresses of all sponsors and registered vendors were accessible on the contact list. The qualitative survey for event sponsors was sent out to seven contacts through email on June 20, and a follow-up reminder was sent out a week later.

There were 15 garlic vendors and 66 other vendors listed on the contact information sheet. All of them received the survey email, and one email address of the other vendors was found to be invalid. In 2019, 14 garlic vendors and 62 other vendors participated, among which 12 garlic vendors and 47 other vendors were repeat participants. All of their email addresses were valid. The surveys were made electronically through the Qualtrics software (Qualtrics, Provo, UT). The links were delivered to the 2018 vendors through emails on July 17, before the garlic harvest period starting from around July 25. Two rounds of reminders were sent out on July 24 and July 31. The links were delivered to the 2019 vendors through emails at the end of August 10, and a reminder was sent out on August 16.

In previous years, the number of attendees was steadily maintained between 3,300 and 3,800. Since a lot of families and groups of travelers participate in the festival, there could be fewer representatives recruited for the inferential analysis to obtain a confidence level of 90% and a margin of error of 5%. If assuming that the average population of a family or a group was three, then the number of groups was estimated to be around 1250, and the expected sample size should be around 220. Taking the attrition rate into consideration, 400 questionnaires for 2019 attendees were printed out. The student research assistant helped hand out the survey at the fairgrounds during the 2019 Garlic Festival on August 10, 2019. Volunteers helped collect surveys at the information booth as well. Four signboards reminded attendees about the survey. Seven survey collecting boxes were allocated around the fairground, including the food area, the vendor buildings, on the path to the parking lot. Attendees were also encouraged to return the completed survey to the information booth before they left the fairground.

Generally, the response rates for all these surveys were adequate. Finally, by June 30, 86% (six out of seven) of event sponsors responded to the qualitative survey. Their responses were analyzed through the thematic analysis approach. By August 9, 9 responses (60%) from 2018 garlic vendor and 18 responses (27%) from 2018 other vendors were received. Although the weather conditions on the festival date were not as good as expected, the rain allowed attendees to stay in the food area for a longer time, thus the volunteers could reach out to more of them. There were 199 surveys collected from 2019 attendees on site. By August 20, response rates of

2019 garlic vendors and other vendors were 57% (8 out of 14) and 31% (19 out of 62), respectively.

Limitation

The scope of this program evaluation was a comprehensive consideration of stakeholders' interests and program goals and objectives. Since it was not entirely an economic impact analysis, the design did not cover in-depth inquiry of the financial aspect in regards to the local economic development. The economic impact of an event usually contains direct impacts (i.e. economic impacts in different economic sectors resulting directly from the financial inputs) and secondary effects (i.e., the total value generated by the chain of local businesses) (Tolle, 2013), which require additional tools and timeframe for a thorough cost-effectiveness analysis.

Findings

The Attendees' Profile and Experience

In 2019, due to the rainy weather, the total number of participants was estimated to be around 3,000, slightly lower than the previous years. The number of attendees was counted to be 2746. There were 170 vendors, workers, entertainers, staff, and 40 volunteers.

Source of information

About one-third (33%) of attendees got information about the festival through word of mouth, and 20% received information through social media, such as Facebook. Sustainable Farming Association (SFA)'s e-mail newsletters, event flyers/brochures, and releases information on the official website reached out to 17% of attendees. Six percent were brought by family members and friends. Some people searched "things to do with families" or "community events" online and this event caught their interests. Although it was the 14th year of this event, it still attracted a lot of new attendees (40%) from around the state. Among the returning attendees (60%), one-third had participated more than five times.

Demographic characteristics

The most frequently selected household income range was \$50,000 - \$99,999 (37%, N = 144). The majority of attendees self-identified as white (88%) and there were attendees of all other ethnic groups. As an agricultural event with recreational activities, the Garlic Festival drew many elder people. Thirty percent of respondents and their travel group members were over 60 years old, who might have more time spending on planting and growing garlic in their gardens. However, the majority comprised people aged between 26 and 59 (54%), many of whom came with their children.

Figure 2. The percentage of attendees in each ethnicity group (N = 172).

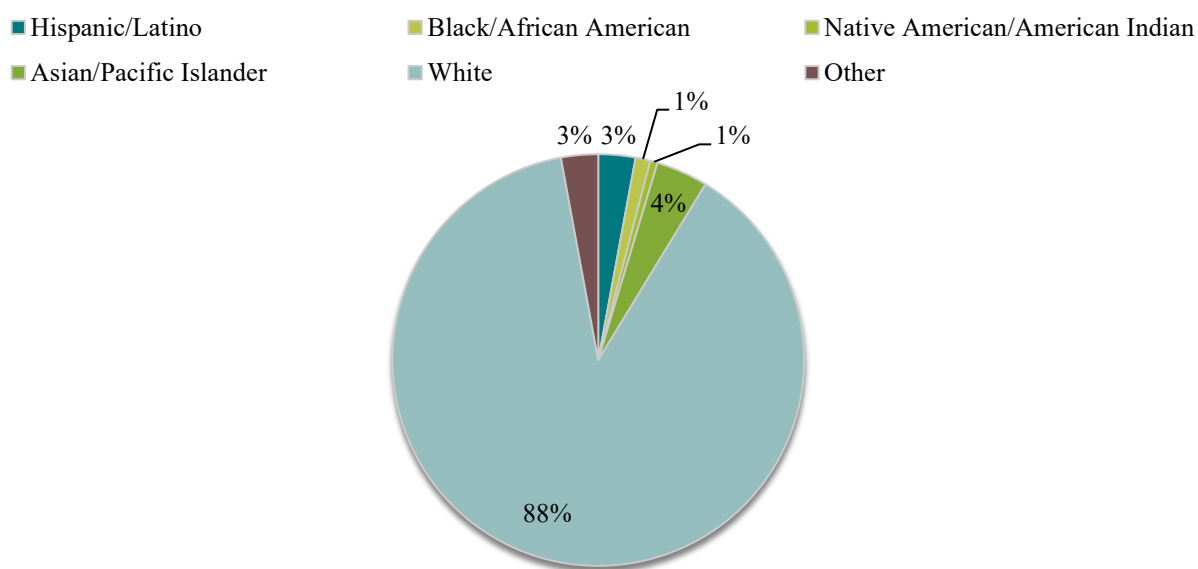


Figure 3. The number of attendees in each age group (N = 459¹).

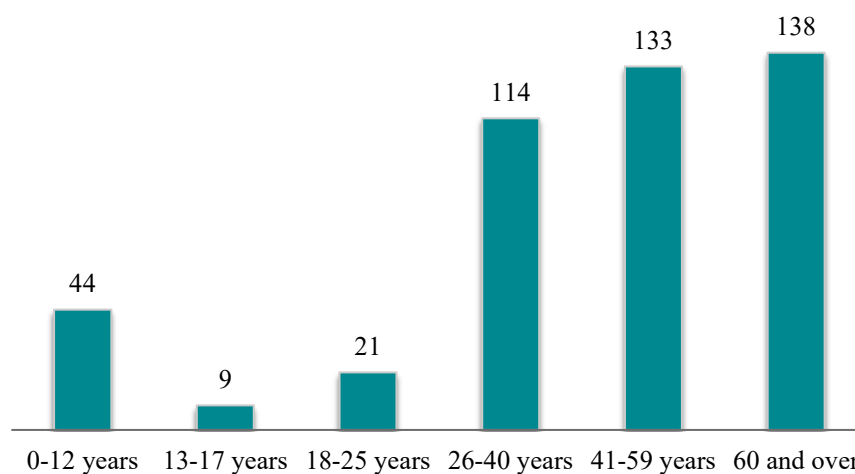
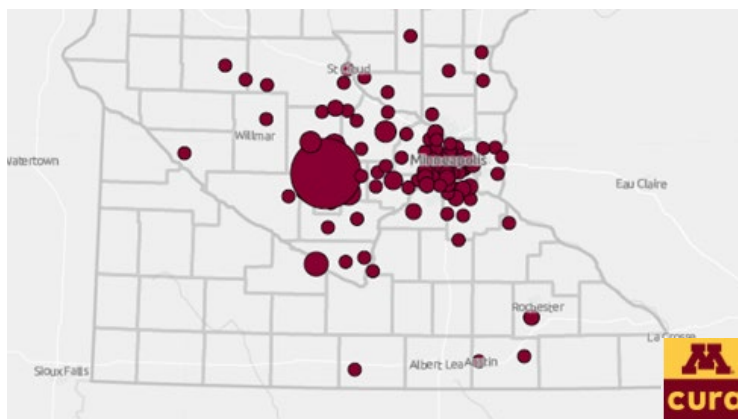


Figure 4 indicated that most of the attendees were nearby residents around the city of Hutchinson, resided in the McLeod County, southwest Minnesota, or coming from the Minneapolis-Saint Paul-Bloomington area. There were travelers from southern Minnesota, Duluth (1), and even Brooklyn, New York (1).

Figure 4. The resident locations of attendees (the larger the dots, the higher number of attendees) (N = 178).

¹ The previous question inquired about the number of people that was contained in respondent's travel group.



Purpose of participation

The attendees were coming not only for garlic purchasing (46%), but also for fun with families and friends (23%), exploring the community (10%), enjoying food and drinks (24%), supporting local sustainable farming, learning garlic-growing knowledge, and meeting garlic growers.

It was highly recommended as a good summer event for families and friends to gather and have fun on a weekend. In regards to the favorite thing that people loved about this event, the most frequently-mentioned item, apart from garlic, was the relaxing, friendly, fun, and supportive atmosphere. This event provided an opportunity for people to share happiness and important times with loved ones. As quoted from attendees:

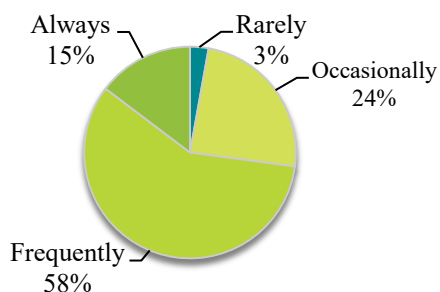
“Celebrating my son's B-day, he loves garlic!”

“It is on my bucket list. I have stage 4 cancer and couldn't go to Gilroy, CA. Then I found out MN has a garlic festival. I love it. Thank you for throwing a fabulous festival! ”

Expenditures

The attendees of the annual Garlic Festival were mostly caring about sustainable agriculture and locally-produced, locally-grown, organic products. Seventy three percent of respondents and their families chose such kinds of products in daily life, and many indicated that they did this as long as available.

Figure 5. The percentage of respondents' frequency of purchasing locally-grown and/or locally-produced foods (N = 177).



Among survey respondents, 89% purchased a variety of raw garlic or garlic products during this event. Most people were interested in fresh garlic (42%) and 23% bought garlic bulbs to plant and grow. Many respondents also mentioned an interest in pickled garlic, garlic powder, garlic pretzels, and other garlic products. The average expenditure of each adult on garlic and/or garlic products was estimated to be \$8.30² and attendees' total expenditure on garlic and/or garlic products could be expected to be around \$22,410³. Attendees spent a total of about \$9,900⁴ on non-garlic products and food. Their expenditures during this event contributed to local garlic growers' and vendors' annual sales and revenue.

Figure 6. The percentage of travel groups' expenditures on garlic/garlic products purchase (N = 181) during the 2019 Garlic Festival.

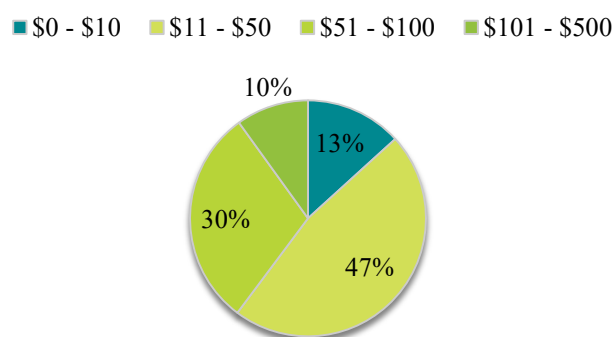
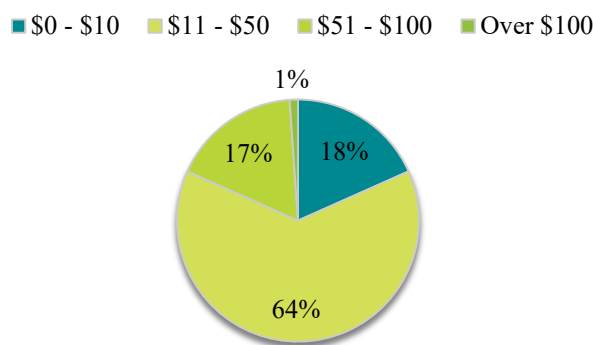


Figure 7. The percentage of travel groups' expenditures on non-garlic products and food purchase (N = 180) during the 2019 Garlic Festival.



² Taking the average of each value in Figure 1 to be the average amount of money that travel groups spent (\$5, \$30, \$75, and \$300), the average amount of each travel group spent could be calculated as $(5/13\% + 30/47\% + 75/30\% + 300/10\%) / 181 = \8.30 .

³ The survey respondents contained 409 adults aged 18 years old or older (90%). The total expense of survey respondents could be calculated as $\$8.30 * 409 = \3352.3 . If estimated the total number of adult attendees was $3,000 * 90\% = 2700$, the total expense could be calculated as $\$8.30 * 2,700 \approx \$22,410$.

⁴ The estimated average personal expense could be calculated as $(5/18\% + 30/63\% + 75/17\% + 100/1\%) / 406 = \3.70 . The total expense could be calculated as $\$3.70 * 2,700 \approx \$9,900$.

Satisfaction and things they loved

Attendees' overall experience was good and they gave high scores on most of the items (see Figure 8), such as time and date, ticket price, entertainment activities, and food. In addition to the variety of quality garlic and garlic products they were able to purchase (42% of attendees indicated that this was the favorite part of this experience), attendees also loved the great atmosphere, the Bloody Mary's, the beer, the smell of garlic on people and in the air, the friendly volunteers, etc. Ten respondents indicated that the garlic ice cream was their favorite!

Learning made people happy. They enjoyed talking with garlic growers who provided experience, knowledge, and tips for people to take away. The food demos were great for garlic gourmets and cooking lovers. People were educated about sustainable farming in the event. The commitment to sustainability was a bright spot. Respondents praised the festival's zero-waste goal and how volunteers patiently guided people to classify garbage and recyclables.

Figure 8. The average satisfaction score of each item that attendees experienced in the Garlic Festival (“Not satisfied” as 0, “extremely satisfied” as 3).



Things to be improved

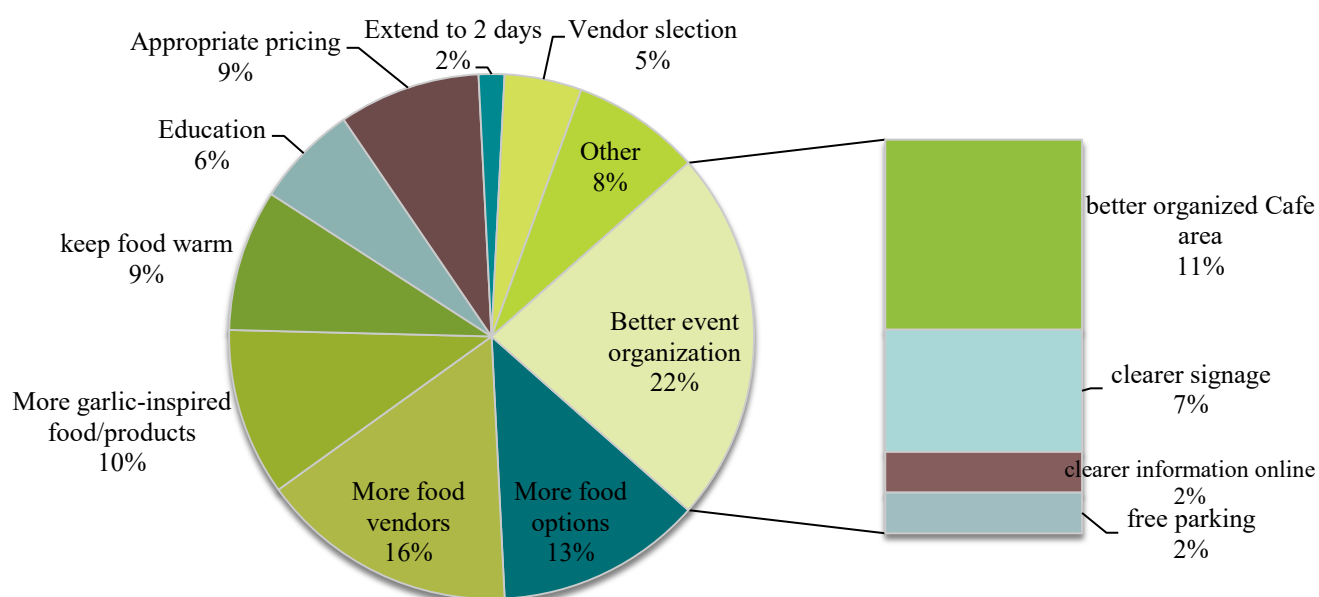
The items with lower-than-average satisfaction scores were the diversity of products and services and the number of vendors. Respondents advocated for more food vendors (16%) with more diversified food options (13%), especially the garlic-inspired ones (10%). More food trucks and food vendors would allow people to have additional choices during lunchtime, thus reducing the workload of the Great Scape Cafe to some extent. People also suggested more vegan, vegetarian, and gluten-free choices to meet people's needs. Besides, some attendees noticed that there were a couple of duopolies who priced products and food expensively. A more competitive environment might promote more appropriate customer-friendly pricing.

Most suggestions related to better organization of the event at large. The Cafe was always the busiest around noon, the line was long and slow, and the food cooled quickly. Nine percent of attendees expressed a complaint about cold food. Other than that, responses suggested that there

could be more signage showing the entrance, the direction of restrooms, location of water fountains, ATMs, and other amenities. Such information, along with the schedule, was expected to be available on SFA's website. Although the ticket price was fine for most attendees, some would still like an explanation of the additional fee for parking.

Other suggestions for improvement included increasing educational content regarding sustainable farming and garlic growing and planting (6%); extending the event duration to 2 days (2%); more strictly selecting sustainable vendors and vendors providing the black garlic (5%).

Figure 9. The percentage of attendees mentioned the items that they wished to be improved.

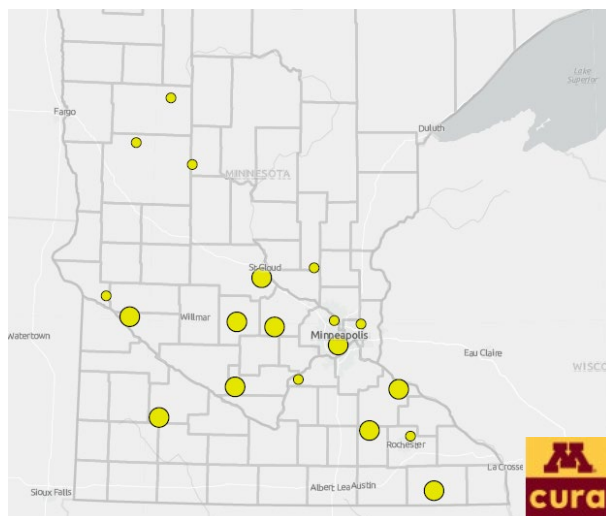


The Garlic Vendors' Profile and Experience

Things about Garlic Vendors' Farms

The garlic vendors' farms were spread across the state of Minnesota. The majority were from the southwestern and southern area, many of whom participated in both 2018 and 2019.

Figure 10. The locations of 2018 and 2019 garlic vendors' farms (larger dots represent the repeat vendors, N = 19).



All respondents had been growing garlic over 5 years and 56% had over 10-years of experience. Plenty of varieties of garlic were grown on their farms. All of them had more than one type of garlic and 89% grew over 5 different varieties. Some vendors indicated that they grew “*too many to list*”. The popular varieties were cold-hardy hardneck ones that are better adapted in the northern area, such as Armenian, Germany Red, and Chesnok Red. They also had Music, Romanian Red, Russian Red, Montana Zemo, Lorz Italian, Incellium Red, German Extra Hardy, Susan Marie, Georgia Crystal, and Georgian Fire.

Figure 11. The percentage of vendors grew garlic species in each range of count (N = 9).

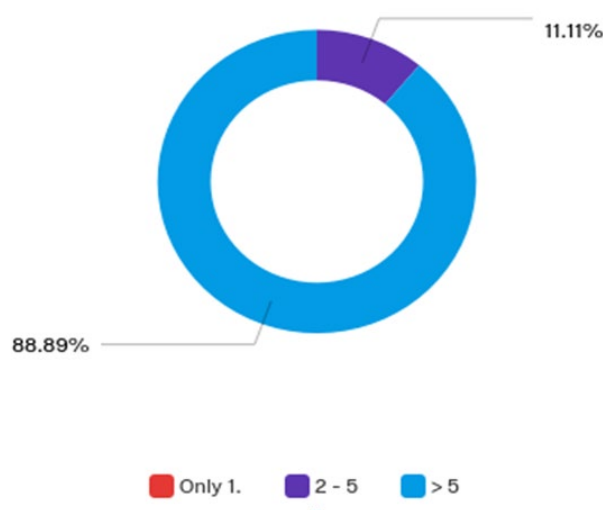


Figure 12. The word cloud of the most frequently grown garlic species among garlic vendors.



In the most recent year, 56% garlic vendors gained \$0 - \$5,000 and 44% gained \$5,001 - \$10,000 gross income from garlic and garlic products sales. On average, 45% of their total farm income comprised the income from garlic products (Minimum: 10%, Maximum: 100%, SD: 29%, N = 8). Most of the garlic vendors also planted or provided other crops and products in their farms, such as beef, lamb, pork, turkeys, fruits (i.e., apples), and vegetables (i.e., corn, beans, grain, etc.).

The Garlic Festival was the most important venue for garlic growers. A few growers had a personal website to promote online sales. The others took more advantage of personal connections and networks. Local food cooperation and local farmer's markets also helped. The estimated average percentage of garlic harvested these vendors set aside for sales was 72% in total—half for the Garlic Festival, half for other sales. Vendors saved 20% - 60% of garlic harvested for the Garlic Festival. During the festival, vendors sold 41% - 100% of their products, with an average of 77% (SD = 20.4%, N = 9). Although many vendors could sell garlic through different venues, marketing and business planning was still a big challenge, right after the need for labor in the busy season.

Figure 13. The percentage of garlic vendors applied each marketing strategy.

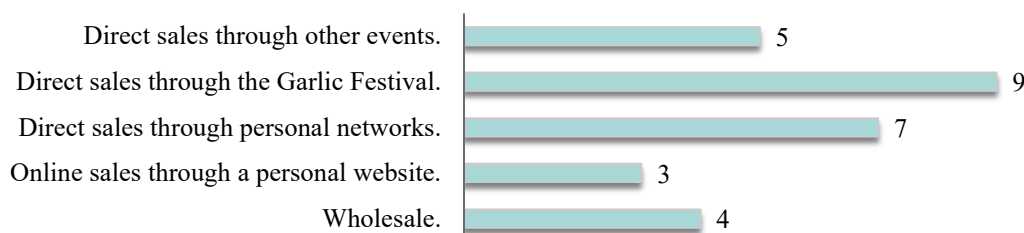
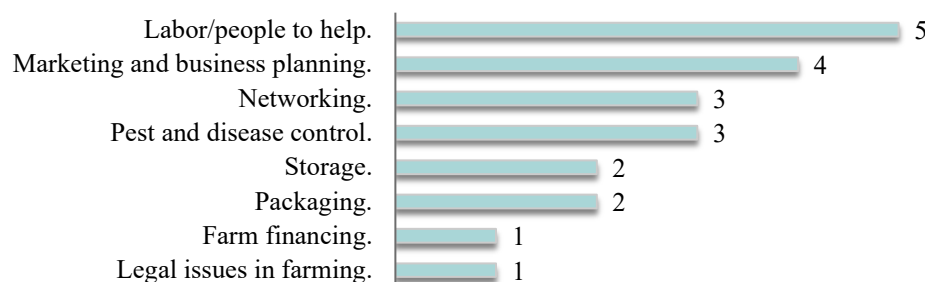


Table 2. The estimated percentage of the garlic harvested vendors set aside for each item (N = 9).

	Mean	Max	Min	SD
Seeds and production	23%	30%	20%	3.3%
Personal use	14%	35%	1%	10.3%
Garlic Festival sales	38%	60%	20%	14.5%
Other sales	34%	50%	15%	11.9%

Figure 14. The rank of items that garlic vendors would like to have additional support with.



Pricing and Sales

Garlic vendors normally priced their garlic and garlic products based on the present market price and considered the cost-benefit balance. Fifteen percent of them would price products a bit higher than other vendors' price at the festival. Several repeated vendors have never change their price over these years. In 2018 and 2019, 64% of garlic vendors made more than 100 transactions by estimation (N = 14). No one had less than 50 transactions. Each garlic vendor could sell more than 500 bulbs at this event, 13% of whom could even sell over 1,500 bulbs. Eleven respondents made \$1,001 - \$3,000 revenue, and 3 earned between \$3,001 and \$5,000.

Figure 15. The percentage of garlic vendors applied each pricing strategy during the event (N = 14).

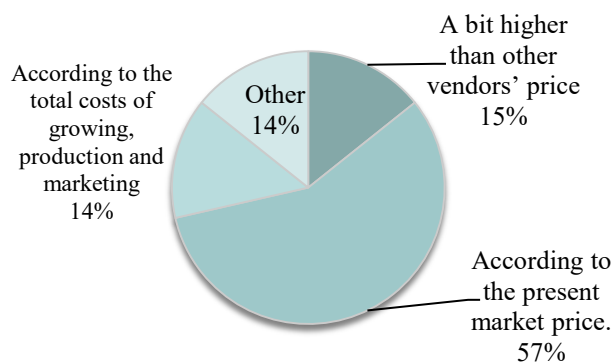
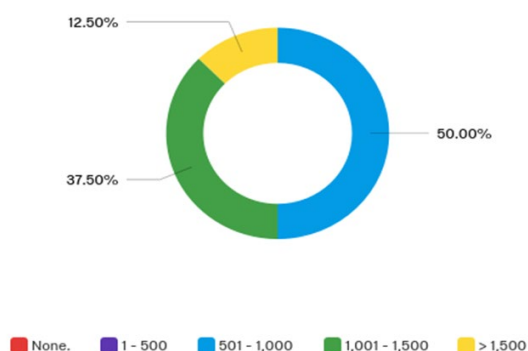


Figure 16. The percentage of garlic vendors sold garlic bulbs in each count category (N = 9).



Satisfaction and Concerns

Garlic vendors were mostly returning vendors. In 2018, respondents indicated that 44% participated 2-5 times, and 56% participated over 5 times in the past 13 years. In 2019, 12 out of 14 vendors were repeated from the previous year. Garlic vendors had the highest overall satisfaction score among all groups of stakeholders. Their expectation of promoting sales and exchanging information and techniques was best fulfilled through this event. They highly praised the arrangement of entertainment activities, their booth's location, the facility and condition of the fairground, and the number of vendors. They suggested that there could be more music and music types or longer duration to engage more attendees, and more education or information about sustainable farming would probably contribute to better attendee diversity.

The only common complaint among garlic vendors was the event date. They wished it could be two to three weeks later because:

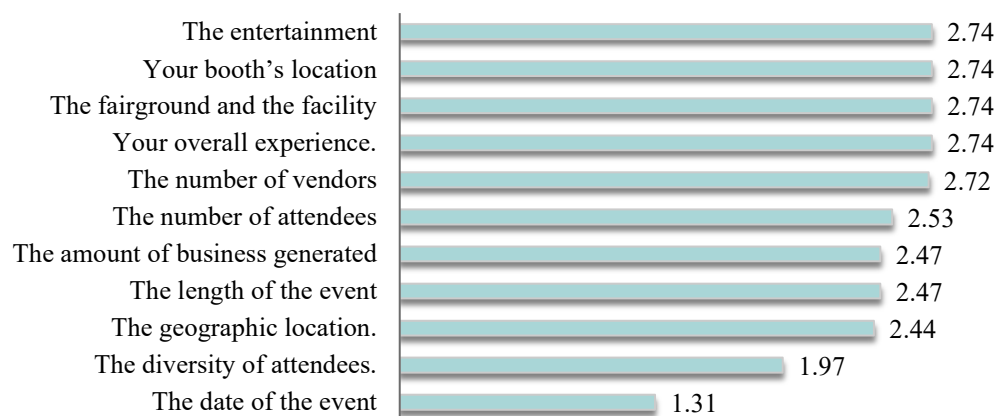
“Our garlic was not ready and we had to spend a lot of time and money getting some ready for the day”;

“As a grower in the Northern part of Minnesota, some of my varieties are not ready to harvest until one week before the festival! No time to cure or process and is extremely stressful to get everything in”;

“It is very stressful and not all my garlic was properly cured, not ideal”.

The planner explained that the reason behind the arrangement was logistics with getting the fairgrounds. Some vendors expressed that *“I understand why it has to be this weekend and it just can't change,”* while many thought that it would worth considering a later date to allow a better prepared festival.

Figure 17. The average satisfaction score of each item that garlic vendors experienced in the Garlic Festival (“Not satisfied” as 0, “extremely satisfied” as 3).

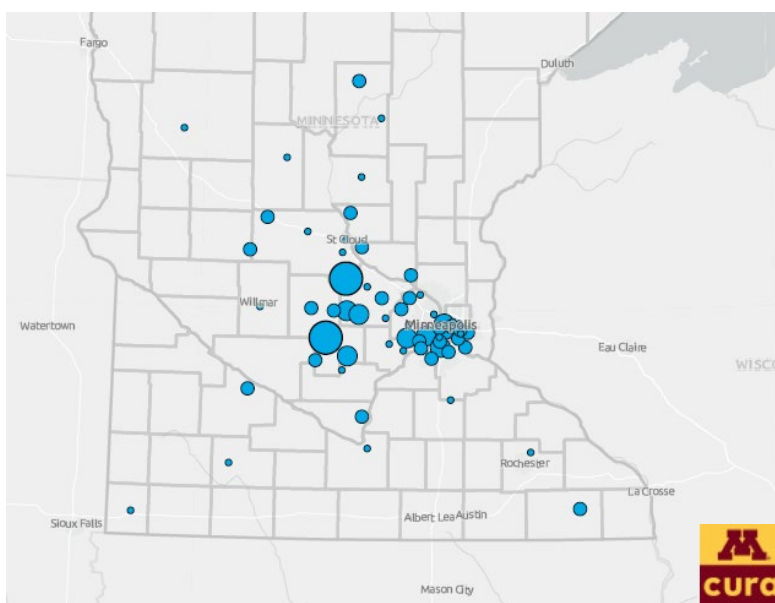


Sponsors' and Non-garlic Vendors' Thoughts

Non-garlic vendors' profile

Among the non-garlic vendor respondents, 50% got the event's information through word of mouth, and 18% read it on SFA's newsletter and website. Many of them were concentrated around Twin-Cities area and the southwest Minnesota. A few of them came from southern and central Minnesota.

Figure 18. The resident locations of non-garlic vendors (the larger the dots, the higher number of vendors was, N = 128).



The garlic festival was one of the fun events that non-garlic vendors participated to promote sales. They were roving around local festivals (i.e., Grand Old Day in St. Paul, Tall Timber Days in Grand Rapids, Hutch Arts & Crafts, Stone Arch Bridge Festival, Harvest Fest, Salsa Fest, etc.), fairs (i.e., Craft fairs, Swap Meets, Redwood County fair, Seward Winter Frolic in south Minneapolis, Healing, Metaphysical and Psychic Fairs, Street Fairs, etc.), conventions and conferences (i.e., SFA annual conference, Minnesota Organic Farming Convention; SFA Soil Summit, Ladies Expo, etc.) , and farmer's markets.

Non-garlic vendors had different pricing strategies than garlic vendors in that most of them would like to price their products a bit lower than other similar vendors to increase the amount of transactions. Twenty three percent priced to balance the cost and benefit. Other strategies included pricing the same as their retail prices, pricing equivalent to other venues they attended, and keeping the price always the same at the Garlic Festival.

Figure 19. The percentage of non-garlic vendors applied each pricing strategy during the event (N = 35).

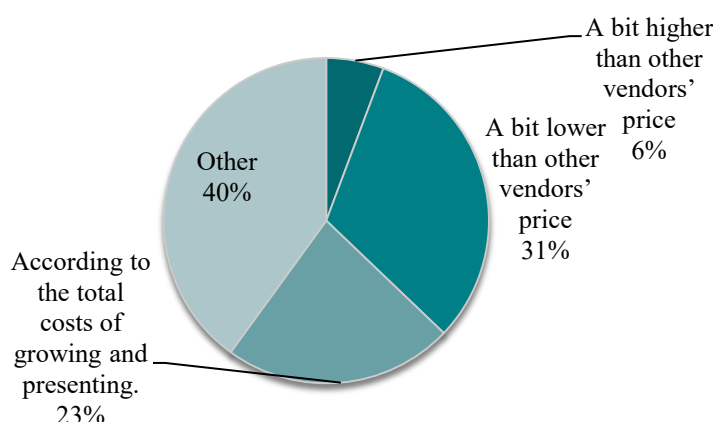
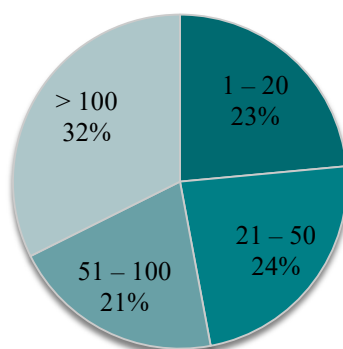


Figure 20. The percentage of non-garlic vendors made the number of transactions in each range (N = 34).



In 2018 and 2019, 68% of non-garlic vendors had estimated revenue at the festival between \$1 and \$1,000, and 32% made it to \$1,001 - \$3,000 (N = 31). Vendors had a better outcome when their products fitted the general garlic and sustainable farming theme since attendees were mostly garlic lovers and interested in local agricultural fests. A vendor of photo cards admitted that *“I hoped to create a new market for my photography business,”* however, *“The Garlic Festival seemed to be the wrong venue for my merchandise. I made very little money that did not cover my expense.”* The event was pretty open and tried to diversify the types of products, while the market would finally select the most fitting ones to keep the event fun but focused.

Support sustainable farming

Although half of the surveyed sponsors indicated that the time (summer weekend) and the location (far from Twin Cities) prevented them from participating more often in this event, they loved supporting the Garlic Festival in all different ways because they perceived its importance to local sustainable farming. It connected rural and urban areas, demonstrated the value of

smaller agriculture, created networks and marketing for small farmers, accessed customers of niche markets, educated residents and raised their awareness of locally-grown food, and influenced consumption habit gradually.

The information tables set up by local organizations, such as the Sustainable Farming Association and the Minnesota Farmers Union, made a great effort to educate participants about local supports for small farmers, sustainable agriculture and farming, and healthy living.

“We participated to share information with farmers and people who care about local food.”

“There is actually not enough of a presence or branding of this event as an SFA event compared to most other chapter and statewide efforts, and having a booth helps boost our visibility. I have had some success recruiting members. It gives me a chance to learn more about garlic production, and meet other vendors and Crow River SFA chapter members.”

Satisfaction

Non-garlic vendors were invited to present their products and increase their exposure to local community members and travelers. “Fun,” “family-friendly,” “well-attended,” and “affordable” were frequently mentioned in terms of the reasons that made vendors register this event. As sellers of distinctive non-garlic products, they would like to promote sales and raise awareness of customers through such a fun community festival, like this vendor wrote:

“My sister lives in Hutchinson and encouraged me to enter. A Garlic Festival is unique, and sounded like fun, and the booth cost was good. My product, animal shirts, fits into the rural theme of the Hutchinson area, and thought it would be a good fit for this show.”

Compared with attendees and garlic vendors, the non-garlic vendors’ overall satisfaction score fell between (2.64 versus 2.31 and 2.74). They were extremely satisfied with the date, the fairground conditions, and the locations of their booths, though some requested a wider space between vendors or to be mixed up with garlic vendors in the future.

Figure 21. The average satisfaction score of each item that non-garlic vendors experienced in the Garlic Festival (“Not satisfied” as 0, “extremely satisfied” as 3).

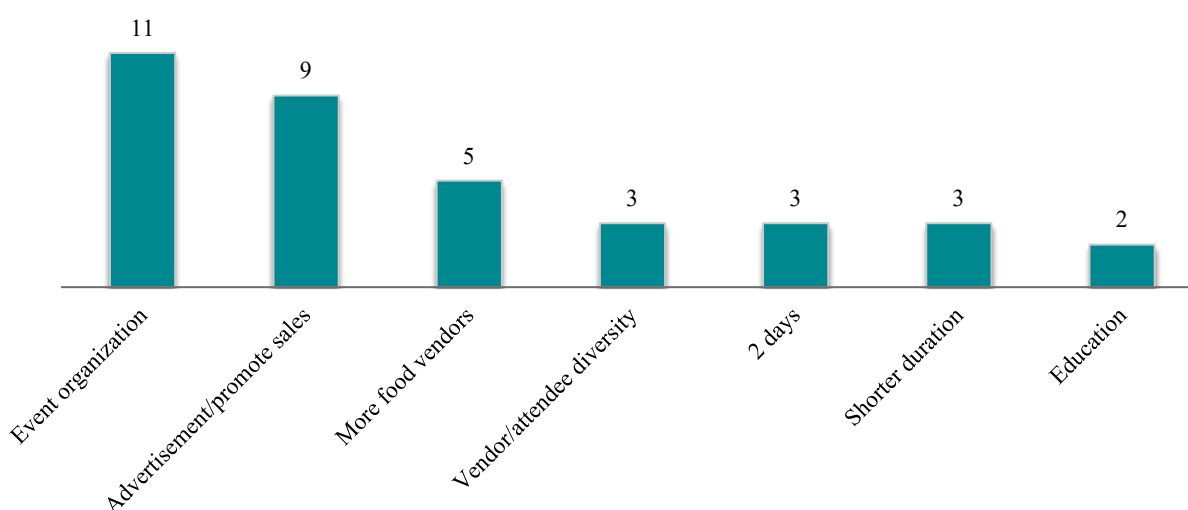


Things to be improved and expectations

The things mentioned by both the sponsors and non-garlic vendors that might be considered in next year's event include mixing up garlic vendors and other vendors in the buildings (*"I miss being with the garlic people and their building seemed really spread out and half empty."*); having volunteers to support vendors who were coming alone when they needed to have food and a rest; and the same as attendees' demands—having more educational information regarding garlic use and sales.

There were two major additional thoughts from non-garlic vendors. The first was about the overall event organization. There were some concerns about the cleanliness and stuffiness of the vendor building, and suggestions to have more signage to show the fairground's location. For vendors coming from cities to set up, they wished to be allowed to set up later than 6 pm. The second was a request for more advertisement about the event and the types of merchandise vendors sold. They stated that many Hutchinson residents did not even know of the event.

Figure 22. The count of non-garlic vendors mentioned the items that they wished to be improved.



The sponsors also proposed some expectations with a higher level of consideration. They addressed the need for follow-up actions to create a larger scope of impact, such as creating sustainable networks among garlic growers and garlic lovers after the event to inspire similar events and festivals in other areas.

Conclusion

The Minnesota Garlic Festival was a success in regards to high satisfaction scores among all groups of stakeholders. It has been a unique festival in Minnesota's event season that has provided a great place for families and friends to have fun together for 14 years in a row. More importantly, it has provided opportunities for garlic growers as well as non-garlic vendors to

generate more revenue and exposure towards the public, especially local community members. In 2019, customers spent about \$32,310 during the festival in total, by estimation. People loved the family-friendly and entertaining atmosphere and everything about garlic. They were interested in non-garlic products and enjoyed food and drinks.

Attendees, vendors, and sponsors provided some good suggestions that the planners might take into consideration when planning the event in the future. Generally, they would love to see more garlic vendors with more diversified garlic-inspired products. More food trucks and food vendors could help share the traffic in the Great Scape Cafe during lunchtime, serve more hot food, and increase food options (i.e., vegan, vegetarian, gluten-free). SFA's website and newsletters could include more detailed information about the schedule, introduce vendors' products, and highlight the educational sessions regarding sustainable farming and garlic growing. More knowledge and educational pieces could be included in fun activities for kids to promote learning with their parents.

The achievement of some suggestions would depend on the flexibility of the fairground, especially the event date. A later date (e.g., in the week of August 21 – August 25) was preferred by most garlic vendors. However, there is a concern about the conflict with the Minnesota State Fair (August 22 – September 2). Most attendees and vendors were satisfied with the one-day duration of the event, although some would like to extend it to two days (2% attendees and 1% non-garlic vendors), while some of those with fewer transactions would like to shorten the length.

Acknowledgement

Many thanks to the co-designers of this evaluation research, including Constance Carlson (UMN RSDP coordinator in Sustainable Agriculture and Food Systems), Anne Dybsetter (Executive Director of Southwest Regional Sustainable Development Partnership), and Jerry Ford (director of the Minnesota Garlic Festival), for their support in connecting stakeholders and providing suggestions throughout the process.



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Appendix I. The Logic Model

Assumptions:

- a. Examine the observed mechanisms and understand how they logically impact the target population and the host community, a successful festival can be created for the community and visitors to enjoy.
- b. Festivals have impacts that go beyond economic measurements. A festival is expected to have both direct and indirect economic, social, cultural, and environmental impact on the community.
- c. Being given the opportunity to interact with friends and family members makes people participate in a festival and spend the money that leads to the economic impact.
- d. Garlic vendors benefit from the sales made on the festival, while more garlic growers and producers are expected to be benefited from the long-term outcomes of the festival if the sales market opened.

Inputs	Activities	Outputs	Short-term Outcomes	Mid-term Outcomes	Long-term Outcomes
Grants and funding Fees and tickets In-kind donations Personnel and time: <ul style="list-style-type: none"> SFA's board members Volunteers Sponsors Garlic growers/vendors Non-garlic vendors Entertainers and the	Fund-raising/grant-applying Board meetings and planning Pricing the tickets and sell tickets online/at entrance Communicate and coordinate with sponsors, volunteers, vendors, and all other participants Communicate with and advertise towards customers and attendees Arrange locations and site	The amount of grants, funding, in-kind donation raised The advertising materials (i.e., newsletters, webpages, social media posts # Tickets sold The amount of income/revenue generated from fees and tickets The amount of garlic	Customers Gain knowledge and information of garlic growing and selling Potential growers are aware of the profitability and benefits of garlic farming Attendees are aware of the nutrition of garlics Attendees are interested in cooking	More farmers grow garlics appropriately and sustainably Local and regional garlic growing and selling increased Market opportunities for Minnesota garlic growers and producers increased	Communities in Hutchinson gain economic benefits from the festival The state of Minnesota benefits from sustainable garlic farming and agriculture Agricultural Resources better allocated

<p>Chef</p> <p>Physical inputs:</p> <ul style="list-style-type: none"> • Logistics • The venue • Logistics • Food and drinks <p>Advertisement:</p> <ul style="list-style-type: none"> • Newsletters • Website • Social media • Brochures <p>Customers/Attendees</p>	<p>setting</p> <p>Prepare and conduct garlic contest</p> <p>Engage families in games and entertaining activities</p> <p>Design and organize activities for families</p> <p>Present and sell garlic/garlic products</p> <p>Deliver information and knowledge about garlic growing and selling</p> <p>Cooking</p> <p>Recycling, reusing, and composting food and waste</p> <p>Budgeting and accounting</p>	<p>sales</p> <p>The amount of Garlic products sales</p> <p>The amount of Other products sales</p> <p># Vendors</p> <p>The diversity of vendors</p> <p># Attendees</p> <p>The diversity of attendees</p> <p># Product categories</p> <p>The kinds of information and knowledge delivered</p> <p>The amount of net waste</p>	<p>and using garlies</p> <p>Improve the awareness around sustainable farming and healthy environment</p> <p>Marketing resources around garlic growing and selling are connected</p> <p>More people know about this event</p> <p>More people care about Minnesota garlic market</p>	<p>Customers get used to purchase Minnesota-grown garlies and seeds</p> <p>Minnesota garlic growers get connected and share experience</p> <p>Attendees and participants retained</p> <p>Sponsors and volunteers diversified and increased</p>	<p>in Minnesota</p>
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Appendix II. The Measurement Matrix

Domain	Evaluation Question	Indicator	Data Source	Method
Impact on garlic growers	What are the (demographic) characteristics of the garlic growers/vendors?	The descriptive statistics of garlic growers/vendors' characteristics: <ul style="list-style-type: none"> • farm location • size the of farm • the years of garlic growing • types/species of garlics in the farm • other crops in the farm • the amount of annual harvest • annual net income from garlic 	Self-reported from approved garlic growers	Survey for 2018 and 2019 garlic vendors
	How do garlic growers/vendors benefit from this festival?	The expectation of the gains The extent to which the expectation has been achieved The amount of sales made during the festival The pricing strategy The percentage of the annual sales that are made through the festival The total of revenues made through the Garlic Festival		
	What are the advantages of the Minnesota Garlic Festival compared with other marketing opportunities?	The level of satisfaction with: <ul style="list-style-type: none"> • the overall experience • the date, location, duration of the festival • the number and types of attendees • the density • other activities and entertainments • the fee The methods and efficiency of information delivery Other marketing approach they have used Other agricultural events they have participated in The perceived advantage of this festival		
	What are the challenges that may impair their benefits?	The perceived challenges Additional support required The things that the festival could have done better		

Attendees' experience	What are the (demographic) characteristics of the attendees?	<p>The descriptive statistics of garlic growers/vendors' characteristics:</p> <ul style="list-style-type: none"> • home location (zip code) • the number and ages of travel group members • ethnicity • annual household income <p>The times of participating in this festival The primary interest in this festival</p>	Self-reported from festival attendees	Survey 2019 festival attendees
	How satisfied are attendees regarding their experience?	<p>The level of satisfaction with:</p> <ul style="list-style-type: none"> • the overall experience • the date, location, duration of the festival • the food, entertainments, and activities • the types of vendors and garlic products • the density • the ticket price <p>The amount of purchase The amount of money spent during the festival</p>		
	What are the factors that influence their satisfaction and experience?	<p>The methods and efficiency of information delivery The perceived good things in this festival The things that the festival could have done better</p>		
Other considerations	How do non-garlic vendors perceive their experience?	<p>The level of satisfaction with:</p> <ul style="list-style-type: none"> • the overall experience • the date, location, duration of the festival • the number and types of attendees • the density • other activities and entertainments • the fee <p>The methods and efficiency of information delivery The expectation of the gains The extent to which the expectation has been achieved The products/services they provide The amount of sales made during the festival The pricing strategy The total of revenues made through the Garlic Festival Other events they have participated in The perceived advantages of this festival The things that the festival could have done better</p>	Self-reported from non-garlic vendors	Survey for 2019 non-garlic vendors

	What are sponsors' expectations of this festival?	The methods of information delivery The primary interest in this festival The expectation of this festival The extent to which the festival has achieved their expectation The perceived contribution of this festival in local sustainable farming The perceived contribution of this festival in local economic development The opinions on activities and products The suggestions for future improvement The factors that influence the decision for their future sponsorship	Self-reported from sponsors	Qualitative survey/phone interview with 2019 key sponsors
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Appendix III. The Qualitative Survey for Event Sponsors

Purpose: The purpose of this evaluation project is to understand how the festival impacts regional garlic growers/producers and sustainable farming. Specifically, this questionnaire aims to learn about stakeholders' expectations of the outcomes and the opinions on the products, activities, and the potential ways to improve the experiences of and opportunities for vendors and attendees. This evaluation project is expected to inform the monitoring and evaluation process of the Garlic Festival in the future.

1. When and how did you know about this event?
2. Why are you interested in supporting/participating this event?
3. How do you usually support this event?
4. What is your expectation about this event?
 - 4a. What key metrics or indicators that you are most interested in?/How do you think about the success of this event?
 - 4b. What would like to see from an evaluation of the event?
 - 4c. What do you think are the advantages of the Garlic Fest?
 - 4d. Are there any disadvantages?
- (If you sponsored the Garlic Fest in previous years)
5. How did this event achieve or not achieve your expectation?
6. How do you perceive the (potential) contribution of this event in local sustainable farming?
7. How do you perceive the (potential) contribution of this event in local economic development?
8. Have you ever participated in the Garlic Festival?

(If yes)

 - 8a. How do you feel about the activities and products?
 - 8b. What is your favorite thing about this event?
 - 8c. Do you have any suggestions for its improvement?

(If no)

 - 8d. What prevents your participation?
9. What are the factors that influence the decision for the future sponsorship?

Appendix IV. The Survey for Garlic Vendors (2018/2019)

Purpose of the survey: The purpose of this evaluation project is to understand how the festival impacts regional garlic growers/producers and sustainable farming. Specifically, this survey aims to learn about vendors' characteristics, experiences with the event, gains from this event, and the potential ways to improve your experiences and opportunities.

As a garlic vendor providing services and products during the festival, you are critical to the success of the annual Garlic Festival! The Board of directors of the Sustainable Farming Association, Crow River Chapter, appreciates your support. The Sustainable Farming Association is working with the University of Minnesota to conduct the survey to hear your experience and opinions.

Survey Questions

Part I. Garlic Festival Experience

1. How did you hear about this event? (Please select all that applied.)

- ☐ Word of mouth
- ☐ E-mailed Newsletter
- ☐ Event flyer/brochure
- ☐ Official website of the Sustainable Farming Association
- ☐ Social media (i.e., Facebook, Twitter)
- ☐ Radio
- ☐ Newspaper
- ☐ Other _____

2. How many times have you participated in this event as a garlic vendor?

- ☐ 2018/2019 only.
- ☐ 2 – 5 times
- ☐ > 5 times

3. What are the top three reasons you participate in the Garlic Festival as a vendor?

4. To what extent were/are you satisfied with the following items?

	Not Satisfied	Moderately Satisfied	Very Satisfied	Extremely Satisfied
Your overall experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The geographic location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The fairground and the facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The date of the event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The length of the event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your booth's location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of attendees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The diversity of attendees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of vendors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The entertainment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of business generated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4a. Please explain each of your "not satisfied" responses.

5. Was/Is the 2018/2019 Garlic Festival over-crowded?

- ☐ Yes
- ☐ No

6. What kinds of garlic/garlic products did you sell during the 2018/2019 Garlic Festival?

7. How did you price your product during the event?

- ☐ A bit higher than other vendors' price.
- ☐ A bit lower than other vendors' price.
- ☐ According to the present market price.
- ☐ According to the total costs of growing, production and marketing.
- ☐ Other _____

8. In 2018/2019, what was the estimated percentage of the garlic harvested do you set aside for the following items?

** Note: All bars added together should total 100%.*

- ☐ Seeds and production (a scale bar 0-100%)
- ☐ Personal use (a scale bar 0-100%)
- ☐ Garlic Festival sales (a scale bar 0-100%)
- ☐ Other sales (a scale bar 0-100%)

8a. Through 2018/2019 Garlic Festival, what percent of the garlic that you set aside for the Garlic Festival did you sell (estimate)?
(A scale bar 0-100%)

8b. How many garlic bulbs did you sell during the 2018/2019 Garlic Festival (estimate)?

- ☐ None.

- ☐ 1 – 500
- ☐ 501 – 1,000
- ☐ 1,001 – 1,500
- ☐ > 1,500

9. How many transactions did you make during 2018/2019 Garlic Festival (estimate)?

- ☐ None.
- ☐ 1 – 20
- ☐ 21 – 50
- ☐ 51 – 100
- ☐ > 100

10. What was your estimated revenue made through the Garlic Festival in 2018/2019?

- ☐ None.
- ☐ \$1 - \$1,000
- ☐ \$1,001 - \$3,000
- ☐ \$3,001 – \$5,000
- ☐ > \$5,000

11. What kinds of marketing strategies do you apply to promote all of your garlic sales? (Please select all applied.)

- ☐ Wholesale
- ☐ Online sales through a personal website.
- ☐ Direct sales through personal networks.
- ☐ Direct sales through the Garlic Festival.
- ☐ Direct sales through events other than the Garlic Festival. Please specify:

12. What do you think the Garlic Festival could do better to improve your experience?

Part II. Something about Your Farm

13. What is the zip code of your farm?

14. How many years have you been growing garlic?

- ☐ 0 – 2 years
- ☐ 3 – 5 years
- ☐ 6 – 10 years
- ☐ > 10 years

15. How many varieties of garlic do you grow?

- ☐ Only 1
- ☐ 2 – 5
- ☐ > 5

15a. (if larger than 1) Please specify the varieties:

16. What external support do you need in terms of garlic growing/production/marketing? (Please select all applied.)

- ☐ Pest and disease control
- ☐ Packaging
- ☐ Marketing and business planning
- ☐ Transportation
- ☐ Networking
- ☐ Legal issues in farming
- ☐ Farm financing
- ☐ Labor/people to help
- ☐ Storage
- ☐ Other _____

17. What is your gross income from garlic products sales (estimate for the most recent year)?

- ☐ \$0 - \$5,000
- ☐ \$5,001 - \$10,000
- ☐ \$10,001 - \$15,000
- ☐ \$15,001 - \$20,000
- ☐ > \$20,000

18. What proportion does the income from garlic products contribute to your total farm income (estimate)?

(A scale bar 0-100%)

19. What other crops, products or services do you grow and provide from/on your farm?

Thank you for your participation!

Appendix V. The Survey for Non-garlic Vendors (2018/2019)

Purpose of the survey: The purpose of this evaluation project is to understand how the festival impacts regional garlic growers/producers and sustainable farming. Specifically, this survey aims to learn about vendors' characteristics, experiences with the event, gains from this event, and the potential ways to improve their experiences and opportunities.

As a vendor providing services and products during the festival, you are critical to the success of the annual Garlic Festival! The Board of directors of the Sustainable Farming Association, Crow River Chapter, appreciates your support. The Sustainable Farming Association is working with the University of Minnesota to conduct the survey to hear your experience and opinions.

Survey Questions

1. How did you hear about this event? (Please select all applied.)

- ☐ Word of mouth
- ☐ E-mailed Newsletter
- ☐ Event flyer/brochure
- ☐ Official website of the Sustainable Farming Association
- ☐ Social media (i.e., Facebook, Twitter)
- ☐ Radio
- ☐ Newspaper
- ☐ Other _____

2. How many times have you participated in this event?

- ☐ 2018/2019 only.
- ☐ 2 – 5 times
- ☐ > 5 times

3. What are the top three reasons you participate in the Garlic Festival as a vendor?

4. To what extent were/are you satisfied with the following items?

	Not Satisfied	Moderately Satisfied	Very Satisfied	Extremely Satisfied
Your overall experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The geographic location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The fairground and the facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The date of the event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The length of the event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your booth's location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of attendees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The diversity of attendees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of vendors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The entertainment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of business generated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4a. Please explain each of your "not satisfied" responses.

5. Is the Garlic Festival over-crowded?

- ☐ Yes
- ☐ No

6. What kinds of products/services did you sell/deliver during the 2018/2019 Garlic Festival?

7. How did you price your product during the event?

- ☐ A bit higher than other vendors' price.
- ☐ A bit lower than other vendors' price.
- ☐ According to the present market price.
- ☐ According to the total costs of growing and presenting.
- ☐ Other _____

8. By estimate, how many transactions did you make during the 2018/2019 Garlic Festival?

- ☐ None
- ☐ 1 – 20
- ☐ 21 – 50
- ☐ 51 – 100
- ☐ > 100

9. What was your estimated revenue made through the 2018/2019 Garlic Festival?

- ☐ None
- ☐ \$1 - \$1,000
- ☐ \$1,001 - \$3,000
- ☐ \$3,001 – \$5,000
- ☐ > \$5,000

10. What events other than the Garlic Festival do you usually participate in?

11. What do you think the Garlic Festival could do better to improve your experience?

12. What is the zip code that you reside in? _____

Thank you for your participation!

Appendix VI. The Survey for 2019 Attendees

Purpose of Interview: The purpose of this evaluation project is to understand how the festival impacts regional garlic growers/producers and sustainable farming. Specifically, this survey questionnaire aims to learn about attendees' characteristics, experiences in the event, costs and gains in this event, and the potential ways to improve their experiences and opportunities.

As an attendee participating in this festival, you are critical to the success of the annual Garlic Festival! The event planner from the Crow River Chapter of the Sustainable Farming Association in Minnesota appreciates your participation and support. The Sustainable Farming Association in Minnesota is working with the University of Minnesota to conduct the survey to hear your experience and opinions.

Survey Questions (time estimates: 3-5 minutes)

Part I. Garlic Festival Experience

1. How did you hear about this event? (Please select all applied.)

- ☐ Word of mouth
- ☐ E-mailed Newsletter
- ☐ Event flyer/brochure
- ☐ Official website of the Sustainable Farming Association
- ☐ Social media (i.e., Facebook, Twitter)
- ☐ Radio
- ☐ Newspaper
- ☐ Other _____

2. How many times have you participated in this event?

- ☐ 2019 is the first time.
- ☐ 2 – 5 times
- ☐ > 5 times

3. What is your primary interest in this event?

- ☐ Purchase garlic product(s). (please specify) _____
- ☐ Networking with garlic growers.
- ☐ Explore the community.
- ☐ Have fun with families and friends.
- ☐ Other (please specify) _____

4. To what extent were/are you satisfied with the following items?

	Not Satisfied	Moderately Satisfied	Very Satisfied	Extremely Satisfied
Your overall experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The geographic location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The date of the event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The length of the event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The food.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of vendors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The diversity of products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The entertainment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ticket price.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4a. Please explain each of your "not satisfied" responses.

5. Is the Garlic Festival over-crowded?

- ☐ Yes.
- ☐ No.

6. Did you purchase any garlic products at the Garlic Festival?

- ☐ Yes
- ☐ No.

6a. (If any) What kind(s) of garlic products did you purchase? (Please select all applied.)

- ☐ Fresh garlic
- ☐ Pickled garlic
- ☐ Garlic powder
- ☐ Garlic roasters
- ☐ Garlic pretzels
- ☐ Garlic Bulbs
- ☐ Scapes

6b. (If any) How much did you/your family spend on garlic products during your time at the Garlic Festival?

- ☐ \$0 - \$10
- ☐ \$11 - \$50
- ☐ \$51 - \$100
- ☐ \$100 - \$500
- ☐ > \$500

7. How much did you/your family spend on other non-garlic products or food during your time at the Garlic Festival?

- ☐ \$0 - \$10
- ☐ \$11 - \$50
- ☐ \$51 - \$100
- ☐ Over \$100

8. How many people in your travel party do these expenses cover? _____

9. What is your favorite thing about the Garlic Festival?

10. What do you think the Garlic Festival could do better to improve your experience?

Part II. Something about You

11. What is the zip code that you reside in? _____

12. How many people, including yourself, in your group are in the following age categories?

- ☐ _____ 0-12 years
- ☐ _____ 13-17 years
- ☐ _____ 18-25 years
- ☐ _____ 26-40 years
- ☐ _____ 41-59 years
- ☐ _____ over 60 years

13. What is your ethnicity?

- ☐ Hispanic or Latino
- ☐ Black or African American
- ☐ Native American or American Indian
- ☐ Asian / Pacific Islander
- ☐ White
- ☐ Other _____

14. How often do you/your families purchase locally-grown and/or locally-produced foods?

- ☐ Never
- ☐ Rarely
- ☐ Occasionally
- ☐ Frequently
- ☐ Always

15. What is your annual household income (before taxes)?

- ☐ Less than \$25,000
- ☐ \$25,000 - \$49,999
- ☐ \$50,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 or more

Thank you so much for your time and response!